

**MANAGEMENT PLAN**  
**Everett Pallet Community**

Manager:  
Everett Gospel Mission

## INTRODUCTION

The Everett Gospel Mission (EGM) is the management agent of the Everett Pallet Shelter Pilot Community. Opening in July 2021, the mission of the pilot project is to provide low-barrier shelter for individuals experiencing homelessness who have displayed aversion to congregate shelters and have a history of being service averse. By providing stable and independent shelter in a safe community the program seeks to connect residents to community services, reduce the adverse impacts of unauthorized street homeless encampments, and support residents toward their recovery from homelessness ultimately transitioning off the streets into a permanent living situation.

## SPONSOR/MANAGER

EGM will develop and manage the site adjacent to our shelter located at 3711 Smith Ave. EGM has over 60 years experience operating shelters here in Everett. During that time, EGM has operated the only drop in men's shelter in Snohomish county offering relief from the streets to over 100 persons a night. EGM has also operated a 24/7 shelter for women and children for over 40 years. That shelter offers 75 beds of shelter to our community.

Today, EGM is a leading innovator in congregate shelter best practices. Operating a Pallet shelter site for single adults who have shown an aversion to congregate shelter is a natural step in our pursuit of the best practices and innovative responses to the growing homeless crisis in our community.

Our expertise in supporting the unique needs of single adults experiencing homelessness positions us well to manage this new project toward success in Everett.

## THE MANAGEMENT PHILOSOPHY

EGM will manage the physical property maintenance, day to day operations, as well as ensure appropriate program staffing to support residents as they pursue homeless recovery. EGM will also contract with a private security firm to monitor and support physical safety on the property 24 hours a day, 7 days a week.

The goal of the low barrier pallet community is to provide stable shelter where service providers can build relationship and begin providing support services to our communities most service averse individuals.

### OPERATING ASSUMPTIONS:

Residents need to stabilize from the trauma of living on the streets or in unsanctioned encampments and grow in feeling safe and secure to have agency/control over their lives and live with dignity.

The success of many residents depends on the establishment of connections to services and support, including case management, counseling, employment, and behavior health strategies. Site staff, in partnership with the whole care team discussed throughout this plan, will walk with each resident as they pursue homeless recovery.

Measurable successes of this pilot project is

- residents successfully stabilized in a temporarily housed situation
- residents connecting with and sustaining a relationship with support resources while pursuing a permanent housing solution.
- reduced cost to our community in the use of emergency services including medical and law enforcement resources.

### DESCRIPTION OF THE FACILITY

The Smith Street Pallet Pilot Community located directly east of 3711 Smith Ave will include twenty (20) 64 square foot Pallet brand shelters. Each unit includes power for lighting and a in wall heaters, a fire extinguisher, a door with a lock, windows, and a secondary emergency exit out of the unit.

There will be 1 security/office structure, at least 2 standard porta-potty units, 1 ADA accessible porta-potty unit, a storage container for resident overflow storage, and a yard hydrant for potable water. There will be at least 2 ADA accessible units on the property.

The pilot project could house up to 30 people with some of the units housing couples or willing roommates. Pets will be allowed with consideration to the communal environment being prioritized and safety measures being always followed.

The property will also be fully fenced with a main entrance and an alarmed emergency exit. The main entrance will be monitored by staff/security to ensure only authorized individuals are on the property.

### DESCRIPTION OF THE POPULATION SERVED (Easy)

The project will only serve adults (those over 18) without accompanying minor children who are living on the streets of Everett at the time of referral. The project will follow a low-barrier model that seeks to reduce harm to individuals who may be experiencing debilitating mental health and/or substance use disorders, and other behavioral issues that create high barriers to obtaining shelter and permanent housing.



## Subsidized Services

Given the proximity to the EGM Men's Shelter and Day center, some of the cost of the project will be subsidized by EGM providing additional support services. These services include at no cost to the project:

- access to lunch and dinner daily
- clothing
- showers for both men and women
- Laundry service
- property wide internet access

## ELIGIBILITY CRITERIA AND REFERRAL

- Applicant must be at least 18 years of age without an accompanying minor.
- The Everett Police Department Community Outreach and Enforcement Team (COET) will select, screen, and refer applicants to the program.
- Applicant must review and agree to, in writing, the Code of Conduct and Community Expectations.

## OUTREACH ACTIVITIES

### OUTREACH AND MARKETING TO RESIDENTS

EPD COET as the referring agent to this project, will conduct outreach activities with the target population. EGM will support COET in developing marketing materials to be used throughout the project timeline.

### OUTREACH TO SURROUNDING NEIGHBORHOOD

In partnership with the City of Everett, EGM has participated in multiple meetings with the Everett Station District Alliance to inform them of the project goals. In conjunction with the land use application to the City of Everett, the 21 property owners within a 500 ft radius of the site will receive letters informing them EGM's intent to develop this project and will be invited to send comments to the City of Everett Planning Department. A public hearing will be required as part of the land use approval process with an opportunity for community members to provide comments and voice concerns.

Thirty days prior to the start of the program, EGM will mail a letter to the 21 property owners in the 500ft radius of the site specifying the project implementation schedule, as well as a contact number for any project related nuisances.

Two weeks prior to opening the project EGM will mail another introduction letter to those same addresses within a 500 ft radius specifying an opening date and a contact number for the on-site management staff. This phone number, answered by operational staff 24/7, will be maintained throughout operations so that neighbors can have a single point of contact for any perceived nuisances created by the project or its' residents. We will make number available to the city and the Everett Station District alliance leadership.

## POTENTIAL NEIGHBORHOOD IMPACTS AND MITIGATION

The pilot pallet project in conjunction with the city of Everett "no sit-no lie ordinance" is intended to bring relief to the Smith Ave. neighborhood. The 30 beds provide an ethical and dignified alternative for the city of Everett to enforce policies and create a safer station district for property owners and pedestrians.

The target audience are individuals predominately without vehicles and there is already a 104-bed shelter adjacent to the proposed site. We do not anticipate any noticeable increase in vehicle or pedestrian traffic.

Everett Gospel Mission seeks to be a good neighbor and will work with future residents to address actions that could have a negative impact on the surrounding community. We will endeavor to invite and encourage each resident to contribute to a safe and healthy neighborhood, and will implement of code of onduct that addresses behaviors that could have a negative neighborhood impact.

## STAFFING:

### PROJECT MANAGER

The Project Manager (PM) is the lead staff person for the Everett Pallet project and supervises the work of other program staff on the site. The Program Manager is responsible for: being the single point of contact for the EPD COET and intake. Onboarding new residents, coordinating the care teams that will support residents including partner agencies and service providers, preparation and submission of resident case management reports, and resident change management and corrective action practices as needed. The PM is responsible for responding to after-hours emergencies.

### OPERATIONS MANAGER

The EGM Operations Manager (OM) is responsible for: facility operations, managing the security vendor and their staff, maintenance of the structures and property and janitorial to provide health, safety arrangements necessary for the protection of resident's health. The OM supports the PM in creating a stable, clean, safe, and dignified project property for each resident.

### JANITORIAL STAFF

The janitorial staff of EGM will maintain the cleanliness of the property. Daily tasks are emptying garbage, monitoring the port-a-pottys, removing litter, and disposing of unsanctioned personal possessions left in communal spaces from the property. That Janitorial team will also assist in cleaning each unit once every 90 days.

### MAINTENANCE STAFF

The maintenance staff provides maintenance services for the pallet structures, including a scheduled maintenance review or each shelter at least every 90 days, monitoring electrical supplies and equipment, and minor repairs, and responding to resident repair requests as needed.



## MAINTENANCE PLAN:

As part of the requirements of this project each unit will be emptied at least every 90 days and inspected. The OM will ensure that the maintenance team perform a basic preventative maintenance review of the unit during this time and repair/replace parts as needed. The budget includes costs for maintenance and repair. During the periodic unit inspections, all smoke detection devices are tested for operability. The maintenance person will replace any inoperable smoke detectors or batteries.

## PROVISION OF SUPPORTIVE SERVICES

### OVERVIEW OF SUPPORTIVE SERVICES

The Care Team model of this project is to provide relational on-site point of contact in a stable housed environment through which each resident can connect with supporting community resources. This will be accomplished in a partnership between EGM staff a wide variety of partner agency staff, as discussed in various other sections of this Management Plan. On-site visiting, and Off-Site services allow EGM and partner agency staff to be more pro-active in their response to resident needs. Needs can be more easily anticipated and responded to quickly; problems can be handled immediately before they escalate. Many residents may be resistant to participating in services, therefore, staff work to engage and develop relationships with residents so that over time residents more readily choose to participate in services. Building community among residents is essential to this care team model. Research and practiced experience around the country shows that when individuals living on the streets situation changes to a stable living environment like this pallet shelter community and are respected with agency/choice, they become invested in contributing to a safe and quality place to live...even if it is temporary shelter.

### DETAIL OF SUPPORTIVE SERVICES

Each new resident will be oriented by the project manager to his or her new unit, the community safety expectations, code of conduct, services available at the men's shelter and finally will set up a time to meet with his or her care team. During that first care team meeting residents will be able to outline how they wish to partner with services to pursue homeless recovery. This partnership may be thin at the beginning if that is the desire of the resident. Over time, as relationship and trust are built, the partnership will grow and supportive service will increase. With the support of the care team the resident will pursue obtaining and maintaining financial disability benefits such as SSI, SSDI and VA benefits, Medicaid, Medicare, and Veterans medical benefits. Referrals to chemical dependency treatment and/or mental health services will be made.

If residents need additional help with life skill development and personal care and unit up-keep EGM will add an occupational therapist intern to that resident's care team f

Residents are referred to and assisted with transportation to community health clinics in order to establish primary care physicians. This approach encourages residents to develop a plan of action to address their physical and mental health care needs.

The goal of services is for residents to obtain and maintain financial and medical benefits, decrease the use of emergency medical services, establish a relationship with a primary health care provider, and pursue securing a long-term housing lease in the future despite a disabling condition.

Security will be onsite 24/7 and will respond to emergencies, intervene and deescalate conflict situations, and ensure the safety of the residents' living environment.

A monthly community meeting is convened by the Program Manager to discuss community issues and concerns and encourage active involvement by residents in their community. These services address primary issues of safety and isolation faced by persons experiencing homelessness.

Services by visiting professionals such as case managers, visiting nurses, mental health counselors, and chemical dependency counselors are coordinated by the Program Manager.

## STATEMENT OF POLICIES

### Harm Reduction Model

The project will follow a Harm Reduction Model and will therefore seek to remove any and all barriers to participation that we can safely accommodate. EGM will implement strategies aimed at reducing negative consequences associated with drug use to both the person using and the community they are in. The model seeks to improve the quality of individual and community life and well-being, without requiring the cessation of drug use as the criteria for success.

### ADA Accessibility

The project will have at least two ADA compliant units on the property. EGM will make every effort to accommodate accessibility and remove barriers to entry into this pilot project.

### Program Review Council

It may occur that a resident violates community safety standards and endanger another resident. It is likely that at the time the resident may be removed from the property and their unit secured. When the resident is prepared to reenter the property and the program manager is available a program review council will be convened. This council will include at least one other community resident, the program manager, and another member of the care team. With the resident requesting reentry, the council will consider the safety violation and determine if the resident needs to remain a part of the program or be exited.

If the resident is dissatisfied with this result they can follow the EGM grievance policy and appeal the decision to the program director or CEO of EGM.

### Resident Personal Property after Exit

When a resident exits the program, and their personal property is left on the pallet community property, it will be securely stored for 30 days. If not retrieved within 30 days, it may be disposed of at the earliest possible convenience of the operations manager.



## SECURITY AND EMERGENCY PLAN

Security is accomplished on the property by: 24/7 security staff, including a monitored single point of access to the property. Guests will not be allowed on the property. Finally, the property will be under surveillance by a security camera system. Relationships will remain active with local Police, Fire and other emergency responders. Regular meetings of key site staff and services providers (Care Team) to ensure continuity of communication for effective coordination of services with a consistent goal of safety for residents, staff and general community.

Emergency plans are developed using templates and procedures developed by EGM from years of operating shelters and and programs. An emergency contact and procedures binder is available on site and there is off-site staff with access to this information as well.

## EQUAL EMPLOYMENT OPPORTUNITY

EGM practices equal employment opportunity in the hiring, promotion, and conditions of employment. Position vacancies are advertised online.

## PRIVACY RIGHTS

Each resident has a right to privacy. Any and all information gathered with be held secure and only accessible to those agreed upon by the resident in writing. EGM will follow best practices in the collection, storage, and access of private information and abide by The National Association of Social Workers Code of Ethics. A violation of these ethics by EGM staff will result in corrective action.